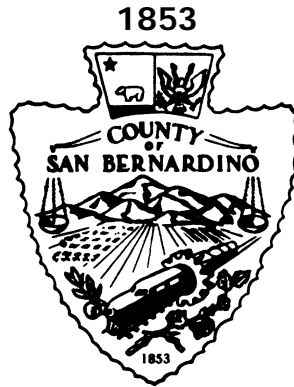# COUNTY OF SAN BERNARDINO

1853

RISK SELF ASSESSMENT

FOR

FISCAL YEAR 2006/2007

Prepared By
The Office of the Auditor/Controller-Recorder, Internal Audits Section

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Executive Summary

Modern audit practices as well as the auditing standards advocate a plan of audits based on an assessment of risks and exposures to the organization. The process of assessing risk includes identification of auditable activities; identification of relevant risk factors; and an assessment of their relative significance. This risk assessment presents a consistent methodology across the organization to evaluate risk.

The first Risk Assessment was performed by RSM McGladrey and was completed in January of 2003. As a follow-up to this report, the Auditor/Controller-Recorder compiled information from the departments using a Risk Self Assessment process. Risk Self Assessment is a collaborative process between the internal auditors and the departments to identify strengths and weaknesses within an organization. The results are documented to assess and improve the organization's risk management practices.

The County of San Bernardino is a governmental entity with numerous Departments and Divisions. For this report the Auditor/Controller-Recorder separated the County into 49 different auditable activities cross-referencing each activity with the Department responsible. The diversity of activities within the County is vast; however, each activity was evaluated using the same criteria. Due to the reorganization within the economic development function, one new auditable area, the Department of Economic Development, was not included in this report. It will be included in the next Risk Self Assessment report.

The objective of the Risk Self Assessment was to evaluate the inherent risk of each auditable activity in seven different areas of risk. The seven areas are:

- Information Risk
- Financial Management Risk
- Legal and Regulatory Compliance Risk
- Safeguard of Assets Risk
- Operational Risk
- Technology Risk
- Strategic Management Risk

Additional details regarding the risk areas are provided in the appendix to this report.

Each Department was provided a questionnaire, definitions, and an opportunity to attend a workshop. This Risk Self Assessment report was developed based on primarily on responses to questionnaires completed by the departments. Specific controls, which the Department had in place to mitigate risk, were not considered for this report.

Each auditable activity was evaluated on the level of risk (low, moderate, or high) present in each of the seven risk areas. In addition, an overall risk level for each activity was determined and is shown in the Risk Self Assessment Summary on the next page.

Risk Self Assessment Summary

● Low　　● Moderate　　● High

Department-Activity	Information	Financial Mgmt.	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk
Aging & Adult Services	● High	●	●	●	●	●	●	**High**
Agriculture & Weights & Measures	● Low	●	●	●	●	●	●	**Low**
Airports	● Mod	●	●	●	●	●	●	**Mod**
Architecture & Engineering	●	●	●	●	●	●	●	**High**
Arrowhead Regional Medical Center	●	●	●	●	●	●	●	**Mod**
Assessor	●	●	●	●	●	●	●	**Low**
ACR-Controller	●	●	●	●	●	●	●	**High**
ACR-Payroll	●	●	●	●	●	●	●	**High**
ACR-Prop Tax	●	●	●	●	●	●	●	**High**
ACR-Recorder	●	●	●	●	●	●	●	**Mod**
Behavioral Health	●	●	●	●	●	●	●	**High**
Child Support Services	●	●	●	●	●	●	●	**Mod**
Children's Services	●	●	●	●	●	●	●	**High**
Community Developmt. & Housing	●	●	●	●	●	●	●	**Mod**
County Counsel	●	●	●	●	●	●	●	**Low**
County Fire	●	●	●	●	●	●	●	**Mod**
County Library	●	●	●	●	●	●	●	**Low**
County Museum	●	●	●	●	●	●	●	**Mod**

Color key by column value (Low=green, Moderate=yellow, High=red):

Department-Activity	Information	Financial Mgmt.	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk
Aging & Adult Services	High	High	High	High	High	High	Moderate	**High**
Agriculture & Weights & Measures	Low	Low	Low	Low	Low	Moderate	Low	**Low**
Airports	Moderate	Moderate	High	High	High	Moderate	Moderate	**Mod**
Architecture & Engineering	High	High	Moderate	Low	High	High	High	**High**
Arrowhead Regional Medical Center	Moderate	Moderate	Moderate	Low	Low	Moderate	Low	**Mod**
Assessor	Low	Low	Low	Low	Low	Moderate	Low	**Low**
ACR-Controller	High	High	High	Moderate	Moderate	High	Moderate	**High**
ACR-Payroll	High	Moderate	High	High	High	High	High	**High**
ACR-Prop Tax	High	Moderate	Moderate	Moderate	High	High	Moderate	**High**
ACR-Recorder	Low	Low	Moderate	Moderate	Low	Moderate	Moderate	**Mod**
Behavioral Health	High	High	High	High	High	High	High	**High**
Child Support Services	Moderate	Low	Moderate	Moderate	Moderate	Moderate	High	**Mod**
Children's Services	Moderate	Moderate	High	Moderate	High	High	Moderate	**High**
Community Developmt. & Housing	Moderate	Low	Moderate	Low	Low	Moderate	Moderate	**Mod**
County Counsel	High	Low	Low	Low	Low	Moderate	Low	**Low**
County Fire	Low	Low	Moderate	Moderate	High	Low	Moderate	**Mod**
County Library	Low	Low	Low	Moderate	Low	High	Low	**Low**
County Museum	Moderate	Low	Low	Moderate	Moderate	Low	Low	**Mod**

County of San Bernardino
Risk Self Assessment for Fiscal Year 2006/2007

Department-Activity	Information	Financial Mgmt.	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk
District Attorney	🔴	🟢	🟡	🟢	🟡	🔴	🟢	**Mod**
Facilities Mgmt.	🔴	🟡	🟡	🔴	🟡	🟡	🟡	**Mod**
Fleet Mgmt.	🟢	🟢	🟢	🟢	🟢	🟢	🟢	**Low**
Human Resources	🟡	🟡	🟡	🟡	🟡	🔴	🔴	**Mod**
ISD-App Dev & Sup	🟡	🟡	🟡	🟢	🔴	🔴	🔴	**Mod**
ISD-Computer Operations	🟢	🟢	🟢	🟢	🟢	🟢	🟢	**Low**
ISD-Network Services	🔴	🔴	🔴	🟡	🟡	🔴	🔴	**High**
Land Use Services	🟢	🟡	🟢	🟡	🟡	🟡	🟢	**Mod**
Preschool Services	🟡	🟢	🟡	🟢	🟡	🟡	🟡	**Mod**
Probation	🟡	🟡	🟡	🟡	🔴	🟡	🟡	**Mod**
Public Defender	🟡	🟢	🔴	🟢	🔴	🟡	🔴	**Mod**
Public Health	🟢	🟡	🟡	🟢	🟡	🟢	🟡	**Mod**
Pub. Wrks.-Flood Control	🟡	🔴	🔴	🟡	🔴	🔴	🔴	**High**
Pub. Wrks.-Solid Waste Mgmt.	🔴	🔴	🔴	🟡	🟡	🟡	🟡	**Mod**
Pub. Wrks.-Surveyor	🟡	🟡	🟡	🟡	🟡	🔴	🟡	**Mod**
Pub. Wrks.-Transport.	🟡	🟡	🔴	🟡	🔴	🔴	🔴	**High**
Purchasing	🟡	🟡	🔴	🟡	🔴	🔴	🟡	**Mod**
Real Estate Services	🟢	🟢	🟢	🟢	🟢	🟢	🟢	**Low**
Redevmt. Agency	🔴	🟡	🟡	🟡	🟡	🟡	🟡	**Mod**
Regional Parks	🟡	🟡	🟡	🟡	🔴	🟡	🟡	**Mod**
Registrar of Voters	🔴	🟡	🟡	🔴	🔴	🔴	🟡	**High**

County of San Bernardino
Risk Self Assessment for Fiscal Year 2006/2007

Department-Activity	Information	Financial Mgmt.	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk
Risk Managemt.	Yellow	Yellow	Yellow	Yellow	Yellow	Red	Red	Mod
Sheriff-Coroner	Yellow	Yellow	Red	Green	Red	Yellow	Red	Mod
Special Districts	Yellow	Yellow	Yellow	Green	Yellow	Yellow	Yellow	Mod
Transitional Assistance Department	Red	Red	Red	Yellow	Red	Red	Red	High
TTC-Cash, Investments & Treasury	Green	Yellow	Green	Red	Red	Yellow	Green	High
TTC-Central Collections	Red	Yellow	Red	Red	Red	Yellow	Yellow	High
TTC-Tax Collections	Red	Yellow	Green	Red	Red	Red	Yellow	High
TTC-Pub. Admin.	Red	Yellow	Red	Red	Red	Yellow	Yellow	High
Veterans Affairs	Green	Green	Green	Green	Green	Yellow	Green	Low
Workforce Developmt.	Yellow	Yellow	Green	Green	Green	Yellow	Yellow	Mod

Business Area Risk Self Assessments

Aging and Adult Services

	Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Management.	Overall Risk Level
Risk Assessment	🔴	🔴	🔴	🔴	🔴	🔴	🟡	**High**
	High	High	High	High	High	High	Mod	

Overview of Business Area

The Department of Aging and Adult Services (DAAS) has three major program areas: Social Service programs, Area Agency on Aging programs, and the Office of Public Guardian/Conservator for the County of San Bernardino.

Social Service Programs
Adult social service programs are administered under the direction of the California Department of Social Services. These programs include:

- In Home Supportive Services (IHSS) provides personal and domestic services for aged, disabled and blind persons, which enables them to remain safely in their own homes and prevent or delay placement.
- Adult Protective Services include investigation of reports of potential elder and dependent adult abuse and neglect, development of a service plan (when necessary), counseling, and referral to community resources, and monitoring the progress of the client.

Agency on Aging Programs
Senior programs are administered under the direction of the California Department of Aging. The major programs are listed below.

- Senior Supportive Services include programs for seniors (persons 60 and over) to provide links to services that allow the aging population to remain safely in homes, and include adult day care, assisted transportation, legal services, home safety devices and case management services.
- Senior Information and Assistance provides information and links to programs.
- Elderly Nutrition provides seniors (age 60 and over) nutritious meals in congregate settings and home delivery of meals for homebound seniors.
- Ombudsman Program is mandated by federal and state law to identify, investigate and resolve complaints on behalf of long term care residents age 60 and over who reside in skilled nursing, transitional care, or residential care facilities for the elderly.
- Senior Training and Employment Program provides part-time employment services for persons age 55 and over, and includes on-the-job training, resume preparation and job location strategies.

- Multipurpose Senior Services Program (MSSP) helps to prevent or delay placement in residential care by providing intensive case management to enable persons to remain safely in their own home.
- Linkages Program is a 'gap-filler' that helps persons at risk of being institutionalized who are not receiving other case management services.

Office of the Public Guardian/Conservator

The Public Guardian/Conservator is the conservator of individuals who are found to be gravely disabled or to lack capacity to manage their finances and provide for their own care and where no other individual (relative, friend, or private conservator) is willing and/or able to fulfill this function, as determined by the court. The conservator is responsible for the conservatees finances, medical care decisions, and placement.

Business Objectives

- Complete applications for In-Home Supportive Services (IHSS) within 30 days.
- Increase number of individuals served through the Senior Nutrition programs.
- Respond to Adult Protective Service referrals within stated mandated timelines.
- Increase Senior Information & Assistance outreach efforts.
- Complete probate referral investigations within 60 days.
- Increase oversight of operations to ensure conservatees in Board and Care facilities are visited quarterly.

Agriculture/Weights and Measures

	Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
Risk Assessment	🟢 Low	🟢 Low	🟢 Low	🟢 Low	🟢 Low	🟡 Mod	🟢 Low	**Low**

Overview of Business Area

The Department of Agriculture/Weights and Measures protects the environment, public health, worker safety and the welfare of the public by enforcing state and local agricultural and consumer protection laws. The department enforces plant quarantines, detects and eradicates unwanted foreign pests and regulates pesticide use, the agricultural industry and all business transactions based on units of measures such as weight or volume. Additional duties include inspecting produce, eggs, and nursery stock, controlling vegetation along state and county right-of-ways and flood control channels, and manufacturing rodent baits for sale to the general public. The department also administers the California Grazing budget, which funds rangeland improvements on federal land within the County.

Business Objectives

- Inspect all shipments of plant material for compliance with quarantines and freedom from proscribed pests that arrive in the county by common carriers, such as FedEx, airfreight carriers, trucking firms, UPS and the US Postal Service.
- Maintain insect detection traps and servicing throughout areas specified by the California Department of Food and Agriculture.
- Increase inspection activity for general pesticide applications and licensing to improve the level of compliance.
- Inspect all registered businesses using commercial weighing and measuring devices, price scanners, and packing commodities, to ensure accurate measurement and pricing of goods.
- Implement a consultation service for businesses experiencing high levels of inaccurate pricing.

Airports

	Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
Risk Assessment	🟡 Mod	🟡 Mod	🔴 High	🔴 High	🔴 High	🟡 Mod	🟡 Mod	**Mod**

Overview of Business Area

The Department of Airports provides for the management, maintenance and operation of six county airports and provides technical support to San Bernardino International Airport, a Joint Powers Authority comprised of the county and the cities of Colton, Highland, Loma Linda and San Bernardino. The department assures that county airports are maintained and operated in compliance with state and federal regulations. The department also assists the county's private and municipal airport operators in planning, interpreting and implementing state and federal aviation requirements.

The county's six airports include: Chino Airport, a FAA designated reliever to John Wayne Airport and one of the largest general aviation airports in the country with approximately 800 based aircraft; Apple Valley Airport, a county service area (CSA-60) with a significant sport aviation base; Barstow-Daggett Airport, an airport with significant military activity and home to the Fort Irwin Helicopter Maintenance Base; Twentynine Palms Airport, a center for soaring activity in addition to serving the community as a general aviation airport; Needles Airport, a critical transportation link and key point for medical and law enforcement activity along the Colorado River; and Baker Airport, a small facility on land leased from the Bureau of Land Management that serves as an emergency landing field between Barstow and Las Vegas.

Business Objectives

- Reduce number of lease renewals not executed prior to expiration of prior lease term.
- Increase percentage of revenue producing land as related to usable land at Chino and Apple Valley Airports.
- Work with Architecture and Engineering Department to reduce the average length of time required to complete Airport Capital Improvement Program projects.

Architecture and Engineering

Risk Assessment	Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
	🔴 High	🔴 High	🟡 Mod	🟢 Low	🔴 High	🔴 High	🔴 High	**High**

Overview of Business Area

Architecture and Engineering (A&E) is responsible for planning and implementing the design and construction of projects for Airports, Regional Parks, general fund departments, and the Community Development and Housing Department. These projects are included in the annual Capital Improvement Program budget and added during the year as organization needs and priorities change. The department collaborates with other county departments, the County Administrative Office, and the Board of Supervisors to develop each project's scope, schedule, and budget. A&E then administers the project from conceptual design through construction to completion. Staff issues requests for proposals to secure consultant services; oversees the design; prepares the bid package; obtains the appropriate jurisdictional approvals; solicits competitive construction bids; and provides inspection and construction management services through project construction and closeout.

Business Objectives

- Reduce administrative costs through A&E reorganization.
- Increase the number of projects completed within two years of approval.

Arrowhead Regional Medical Center

	Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
Risk Assessment	🟡 Mod	🟡 Mod	🟡 Mod	🟢 Low	🟢 Low	🟡 Mod	🟢 Low	**Mod**

Overview of Business Area

Arrowhead Regional Medical Center (ARMC) is a state-of-the-art acute care facility embracing advanced technology in all patient and support areas. ARMC offers the latest in patient care by providing a full range of inpatient and outpatient services, three off campus community health centers, Department of Behavioral Health's inpatient activities and numerous specialty services.

ARMC and Behavioral Health facilities are comprised of 373 (90 in Behavioral Health and 283 in ARMC) inpatient rooms, most of which are private. The Emergency Department is a Level II Trauma Center and consists of 15 observation rooms, 8 treatment rooms, 3 law enforcement holding rooms, 8 trauma rooms and a 9 bay Rapid Medical Emergent Treatment area to expedite treatment and improve throughput. The helicopter landing area can accommodate both standard medi-vac helicopters and military helicopters. The outpatient care center consists of 109 examination rooms and 8 procedure rooms.

Inpatient services provide curative, preventative, restorative and supportive care for general and specialty units within the General Acute Care Hospital, Behavioral Health Hospital and Home Health. Outpatient Care offers a wide range of emergency, primary, preventive, chronic, follow-up and specialty care in an ambulatory care setting.

Business Objectives

- Continue implementation of outpatient visit redesign program in primary and specialty clinics.
- Reinitiate Tattoo Removal clinic.
- Implement Direct Observation Unit to streamline throughput and decrease holds.
- Enhance primary care physician recruitment/retention via structured marketing and business development plan.
- Continue to increase number of deliveries.
- Increase hospital overall admissions.
- Grow Transplant Program.
- Move toward obtaining Level I Trauma designation.
- Continue to improve financial screening and eligibility process for government aids and new programs in the Emergency Department.

- Continue to ensure revenue producing departments remain abreast of current reimbursement regulations for proper billing and coding of diagnostic procedures.
- Continue implementation of restructured nursing to patient mix ratios by infusing Licensed Vocational Nurses into Medical Surgical areas, Emergency Dept. etc.
- Continue to reduce registry usage by aggressive recruitment and marketing of services.
- Continue to hold departmental monthly operating reviews with department managers for fiscal accountability and adherence to budgetary expenditures.
- Convert eligible Medically Indigent self-pay patients to Medi-Cal.
- Continue to decrease the cost of pharmaceutical care.
- Implement Meditech Upgrade from 5.5 to 5.6
- Install and implement the Home Health Billing Software.

Assessor

	Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
Risk Assessment	● Low	● Low	● Low	● Low	● Low	○ Mod	● Low	**Low**

Overview of Business Area

As established by the state constitution, the Office of the Assessor (Assessor) determines the value of all property including residential, commercial, business and personal. The Assessor maintains current records on approximately 770,000 parcels of real property, 45,000 business property accounts and 35,000 other assessments including boats, aircraft, and manufactured home accessories. The Assessor also administers 17 different types of property tax exemptions including homeowners, veteran, disabled veteran, church, religious, and welfare exemptions.

Business Objectives

- Identify and properly value all taxable property.
- Perform periodic and rotating accuracy checks on the processing of changes of ownership.
- Perform non-mandatory audits to assure businesses are reporting accurately and as required by law.
- Enhance the Assessor's Internet website.
- Increase the amount of Spanish materials available.
- Improve the Assessor's phone system.
- Perform system reengineering.

Auditor/Controller-Recorder: Controller Division

Risk Assessment	Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
	🔴 High	🔴 High	🔴 High	🟡 Mod	🟡 Mod	🔴 High	🟡 Mod	**High**

Overview of Business Area

The Controller Division of the Auditor/Controller-Recorder Department is responsible for three primarily accounting roles in the County: Fund Accounting, General Accounting, and Accounts Payable. Each of these roles is organized by a Section. The Fund Accounting Section maintains the Financial Accounting System (FAS) ledgers and reports; verifies validity of and processes transfers; verifies the availability of funds for processing appropriation transfers; batches all types of documents for data entry; identifies documents rejected due to error; accomplishes on line corrections of transfer and deposit errors; maintains files for transfers and deposits; handles consolidated banking; and reconciles bank records to the Treasurer's records. A sub-unit of this Section (Data Entry) keypunches all transactions and transmits all keyed batches to Information Services.

General Accounting compiles budgets, prepares financial statements, reconciles Treasurer's and Auditor's records, computes taxes and maintains the accounting code book and the general ledger. General Accounting also maintains records of all Special Districts and Departments fixed assets. This Section is responsible for maintaining bond and debt service records, computes reserves and sets the tax rate for debt service, verifies bond and coupon payments, and initiates warrant requests. General Accounting is also responsible for compiling information for the Consolidated Annual Financial Report.

Accounts Payable audits claims and processes 1,500 payments a day for all County Departments and Special Districts. It also issues and mails warrants for legal and valid claims (except payroll, schools, and welfare). This Section verifies departmental reports and remittances and certifies permits to deposit monies with the County Treasury.

Business Objectives

- Improve the Financial Accounting System.
- Reduce the amount of time required to process county bills and payments.
- Expand the use of electronic fund transfers.
- Continue to receive the GFOA Certificates of Achievement in Excellence in Financial Reporting and in Popular Annual Financial Reporting.

Auditor/Controller-Recorder: Payroll/Property Tax Division

Payroll

	Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
Risk Assessment	●	●	●	●	●	●	●	**High**
	High	Mod	High	High	High	High	High	

Property Tax

	Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
Risk Assessment	●	●	●	●	●	●	●	**High**
	High	Mod	High	Mod	High	High	Mod	

Overview of Business Area

The Payroll/Property Tax Division is responsible for processing the bi-weekly payroll for nearly 20,000 County, Special Districts, Courts, Board of Retirement, and contract employees, accounting for and distributing payroll deductions to the appropriate agencies, processing and reporting all payroll related taxes, processing wage garnishments in compliance with court orders, and coordinating with all county departments and special districts to apply payroll adjustments as necessary.

The EMACS (Employee Management & Compensation System) Team supports the EMACS system, troubleshoots and maintains the EMACS software, provides advisory services regarding implementation of labor relation proposals, implements employee payroll and benefit terms into EMACS as outlined in various Memoranda of Understanding (MOU), and coordinates and participates in the design, development, testing and implementation of system enhancements and upgrades.

Property Tax handles a wide variety of property tax related issues for the County, including allocating and apportioning the County's property tax revenue to the County and approximately 600 cities, school districts, special districts and redevelopment agencies, preparing secured, unsecured and supplemental tax rolls for property within the County so that the Treasurer/Tax Collector can mail bills to taxpayers, processing Tax Bill/Tax Roll corrections and changes issued by the County Assessor, the ACR, and various taxing authorities, compiling assessed valuations for all taxing agencies, calculating tax rates, and processing requests for unclaimed property tax refunds.

Business Objectives

- Improve, streamline, and automate processes in Payroll.
- Increase training & support to departmental payroll employees.
- Improve response time for developing new business process & system enhancements in EMACS.
- Improve property tax system utilizing modern technology.

Auditor/Controller-Recorder: Recorder Division

	Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
Risk Assessment	🟢 Low	🟢 Low	🟡 Mod	🟡 Mod	🟢 Low	🟡 Mod	🟡 Mod	**Mod**

Overview of Business Area

The Recorder Division accepts all documents for recording that comply with applicable recording laws. The Recorder produces and maintains official records evidencing ownership and encumbrances of real and personal property and other miscellaneous records. The Recorder Division is also responsible for County Archives and County Clerk functions. County Archives maintains all the historical records for the county. The office of the County Clerk files and manages records as they relate to vital statistics, fictitious business names, and other records that are required by the State to be filed with the County Clerk.

Business Objectives

- Maintain library of microfilm from 1980 to present.
- Maintain an up-to-date inventory of all microfilm.
- Digitize images from 1980 to current.
- Expand services in outlying offices.

Behavioral Health

	Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
Risk Assessment	● High	● High	● High	● High	● High	● High	● High	**High**

Overview of Business Area

The Department of Behavioral Health (DBH) is responsible for providing mental health services to county residents who are either unable to afford treatment or do not live in proximity to private services. Treatment is provided to all age groups, with primary emphasis placed on treating children, families and chronically mentally ill adults (in that priority). Services are delivered throughout the county via a network of department-operated clinics, community based contract providers (residential and psychiatric skilled nursing facilities and acute hospitals), public schools, and other community-based settings. Services include: information and referrals, community outreach, client self-help and support groups, a variety of children's programs, mentally ill homeless program, employment services, case management, crisis and transitional residential assistance, augmented board and care placements, conservatorship services, supportive housing services and client transportation assistance. The department also operates as a training setting by administering various internship programs and offering continuing education for licensed department and contractor staff.

The DBH Alcohol and Drug Services program consists of comprehensive substance abuse prevention and treatment programs to county residents. Services are provided by 6 county operated clinics and approximately 30 contractors. The major components include outpatient, residential, prevention, methadone, and case management services. Annually, approximately 12,500 clients are served.

Business Objectives

- Continue to increase the development of community based behavioral health care and treatment programs that serve as options to institutionalization or hospitalization.
- Establish an assessment and treatment program to be embedded within a Primary Health Care practice.
- Continue to implement programs and services funded by the Mental Health Services Act, and continue to develop mental health services for the juvenile hall population as mandated by the John Doe lawsuit.
- Pilot the integration of services of Mental Health and Alcohol & Drug Services.

Child Support Services

	Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
Risk Assessment	🟡 Mod	🟢 Low	🟡 Mod	🟡 Mod	🟡 Mod	🟡 Mod	🔴 High	**Mod**

Overview of Business Area

The Department of Child Support Services (DCSS) provides assistance to families in meeting their mutual obligation to provide financial and medical support for their children. These services are offered throughout San Bernardino County with offices strategically located in the high desert, the west end and the greater San Bernardino area.

DCSS is dedicated to administrating the program in a manner that puts the needs of the children first and foremost, while working collaboratively with parents in understanding and meeting their obligations.

The services provided by DCSS include the following:
- Locating parents to establish court orders for paternity, child and medical support.
- Locating parents and assets to enforce court orders.
- Enforcing court orders for child, family, spousal, and medical support.
- Collecting child support payments.
- Maintaining records of payments paid and balances due.
- Modifying court orders when appropriate.

Additionally, DCSS offers services to assist customers with concerns that may arise in the progress of their case. The Ombuds program administers the Complaint Resolution process, through which customers have the opportunity to raise concerns with the processing of their case, pursue resolution, and obtain information about the child support program and their rights and responsibilities.

Business Objectives

- Improve performance by implementing new processes and modifying existing processes.
- Increase CSS staff awareness and compliance mandates by providing training and tools necessary to meet timeframes.
- Direct resources to the most productive and efficient activities.

Children's Services

	Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
Risk Assessment	🟡 Mod	🟡 Mod	🔴 High	🟡 Mod	🔴 High	🔴 High	🟡 Mod	**High**

Overview of Business Area

The Department of Children's Services (DCS) is a collection of programs aimed at reducing the occurrence of child abuse and neglect in San Bernardino County. The primary goal of these programs is maintaining families whenever possible. When not possible, the secondary goal is to provide the best permanent plan for the child removed from his or her caretaker. To accomplish the mission of DCS, a wide variety of services are offered. Child Protective Services is the program with the highest visibility, with the goal of prevention of abuse to minors and the protection of those abused.

Other DCS programs include:
- Emergency Response, which investigates allegations of child abuse and neglect and makes immediate plans to ensure the safety of endangered children. This is often the "front door" for clients entering the Child Welfare System.
- Family Maintenance that builds on families' strengths and helps to remove barriers so children can remain safely at home.
- Family Reunification, which works to make the family environment safe so children can return home.
- Permanency Planning that ensures that children who are unable to live safely with their birth families can grow up in a safe and secure permanent living arrangement.
- Foster Parent Recruitment and Training, along with Foster Home Licensing: maintains and creates out-of-home placement resource options throughout the county.
- Adoptions perform assessments of adoptive families and matches children with permanent families when their birth families are no longer an option.
- Independent Living Program assists youth in successfully transitioning out of the foster care system.

Business Objectives

- Continue implementation of Family-to-Family and other practices that reduce the number of children who must enter foster care.
- Continue implementation of a system to identify and track the performance of child welfare dependents on the High School Proficiency (Exit) Exam.

- Secure/implement customized tutoring programs designed to address needs of exiting youth.
- Refer and ensure linkage to tutoring services for Juniors and Seniors experiencing difficulty passing the Proficiency exam.

Community Development and Housing

	Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
Risk Assessment	🟡 Mod	🟢 Low	🟡 Mod	🟢 Low	🟢 Low	🟡 Mod	🟡 Mod	**Mod**

Overview of Business Area

The Department of Community Development and Housing (CDH) is responsible for administering federal, state, and local grant funds allocated to the County of San Bernardino for housing and community development programs. Federal funds comprise a large percentage of the total monies included in the department's budget through the Community Development Block Grant (CDBG), Emergency Shelter Grant (ESG), the Home Investment Partnership Act Grant, the Neighborhood Initiative Grant and the Economic Development Initiative Program (EDI) Grant. In addition, the department received a grant in 2006-07 from the State to reconstruct the water delivery system in Cedar Glen.

Business Objectives

- Prepare the annual Action Plan, Action Plan Summary, Grant Agreements and ESG Request for Proposal.
- Enter ESG Sub-Grant contracts with fourteen non-profit homeless shelter providers.
- Prepare Environmental Reviews to release CDBG funds for sixty construction projects.
- Enter Project Implementation/Maintenance and Operation agreements for sixty construction projects.
- Enter CDBG Sub-Grant contracts with eighty agencies to carry-out public service program.
- Prepare Housing and Urban Development (HUD) required reports.
- Implement the HUD Integrated Disbursement and Information System for reporting and the drawing of grant funds.
- Provide program monitoring to insure compliance of assisted activities.
- Advertise the annual CDBG, HOME, and ESG Programs, and request CDBG applications.
- Update program procedures and disseminate them to the public.
- Participate in the National CDBG Week and Fair Housing Week promotional programs.
- Continue to provide HOME-funded loans to Community Housing Development Organizations to develop affordable housing.

- Continue to provide HOME funds to the Housing Authority of San Bernardino County to provide tenant-based rental assistance.
- Continue to provide CDBG and HOME-funded housing rehabilitation loans and grants.
- Continue to provide down payment assistance to families buying their home.
- Continue to provide ESG funds to homeless shelter providers.
- Develop a Memorandum of Understanding with the County Behavioral Health Department for implementation of Proposition 63 housing projects for homeless mentally ill patients.
- Continue to implement the Land Use Application Fee Assistance Grant Program in Cedar Glen to assist with the rebuilding effort.
- Implement the Home Rehabilitation Program in all redevelopment project areas to address residential blight in project areas.

County Counsel

	Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
Risk Assessment	🔴 High	🟢 Low	🟢 Low	🟢 Low	🟢 Low	🟡 Mod	🟢 Low	**Low**

Overview of Business Area

County Counsel provides civil legal services to the Board of Supervisors, County Administrative Department, County departments, commissions, special districts, and school districts. County Counsel also provides legal services to various joint powers authorities and represents the courts and judges on certain matters. In performing its duties, the County Counsel's Department is divided into three operational units: the Litigation Unit, the Human Services Unit, and the General Unit.

The Litigation Unit handles tort and civil rights litigation, workers' compensation and code enforcement.

The Human Services Unit focuses on the litigation of juvenile dependency trial and appellate matters for the Department of Children's Services. All of the juvenile dependency litigation is work mandated by law. The remainder of the staff in this Unit serves as general legal counsel, including some litigation, for other related departments and entities, such as the Departments of Aging and Adult Services, Transitional Assistance, Preschool Services, Child Support Services, and the Children and Families Commission.

The General Unit attorneys are dedicated primarily to providing legal services to county departments (such as Sheriff and Human Resources) and outside governmental entities (such as SANBAG, OMNITRANS, and Special Districts.)

Business Objectives

- Complete contract reviews and revisions within two weeks of receipt.
- Respond to requests for other legal services, including drafting of legal analysis, by agreed upon target date.
- Track incoming litigation with the goal of minimizing liability and maximizing County recovery; resolve cases with a positive outcome within liability targets.
- Track and monitor cases with the goal of recording case outcomes for successful resolutions as determined by the department, to increase protection for abused and neglected children in our community.

County Fire

	Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
Risk Assessment	🟢 Low	🟢 Low	🟡 Mod	🟡 Mod	🔴 High	🟢 Low	🟡 Mod	**Mod**

Overview of Business Area

The County Fire Department is a full service fire department serving San Bernardino County. The County Fire Department operates 68 fire stations throughout the county and protects an area of over 16,000 square miles. The department currently manages and directs the activities of 27 district operations and five ambulance enterprise operations, although the Fire Department is awaiting approval from LAFCO to reorganize and consolidate these 32 district operations into a regional delivery system. These districts serve some 64 unincorporated communities and the cities of Fontana, Grand Terrace and the town of Yucca Valley. In addition, three cities contract with the County Fire Department: Adelanto, Hesperia, and Needles. County Fire's executive management is provided by the Fire Chief/County Fire Warden, Deputy Chief, Assistant Chief of Administration, and Assistant Chief of Operations.

The department provides fire suppression, emergency medical services (paramedic and non-paramedic), ambulance services, technical rescue including water borne, flooding and mudslide, and winter rescue operations. Additionally, the department provides responses to hazardous materials incidents with the technical expertise and specialized equipment to mitigate the effects of a toxic incident and is the lead agency in the event of a terrorist or Weapons of Mass Destruction incident for rescue and medical services. The department also provides community safety services for fire prevention, plans review, community development support, household hazardous waste, and fire investigation. The field functions are supported by a countywide management effort including business practices, human resources, financial and accounting services, vehicle service and support, and equipment warehousing and distribution.

Business Objectives

- Complete the LAFCO process.
- Initiate budgetary and organizational changes to reflect new structure.
- Implement a new Advisory Commission structure.
- Examine the County Disaster Council and the need for a task force to meet on a regular basis as a small working group.
- Evaluate the needs of internal and external customers.
- Identify and measure deficiencies in the current delivery system, and further identify faculty, staffing, infrastructure and financing needs that meet current and projected service and delivery standards and goals.

County Library

	Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
Risk Assessment	🟢 Low	🟢 Low	🟢 Low	🟡 Mod	🟢 Low	🔴 High	🟢 Low	**Low**

Overview of Business Area

The San Bernardino County Library provides public library services through a network of 30 branches in the unincorporated areas and 17 cities within the county. Two bookmobiles reach people who live in sparsely populated areas or are unable to use the traditional branches.

The County Library provides access to information through its materials collection, as well as through Internet accessible computers. The public computers also provide access to a number of online databases and other electronic resources. Electronic access to County Library's collection of materials is available through the Internet, and daily delivery services provide for materials to be shared among the various branches. The Library utilizes the latest technology to provide county residents with up-to-date resources and tools, particularly public access computers.

The Library's circulation system upgrade, done in cooperation with Riverside County Library, has provided significant improvements in accessing the county's collection of approximately 1,300,000 items, plus Riverside's collection of approximately 1,500,000 items.

The Library's book collection is supplemented by magazines, newspapers, government documents, books on tape, pamphlets, compact discs, DVDs, videotapes, microfilm, and electronic/on-line services and materials. Cultural and educational programs for all ages, including literacy services and other specialized programs, are provided at branch locations. In addition, County Recorder services are located at the Apple Valley, Fontana and Montclair branch libraries.

Business Objectives

- Replace, relocate, or establish new facilities to increase the library space available to the public.
- Increase the total number of public PCs.
- Increase the purchase of electronic resources.
- Expand electronic payment option for library patrons to all branches.
- Implement self-charge modules for patron utilization at additional libraries.

County Museum

	Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
Risk Assessment	●	●	●	●	●	●	●	**Mod**
	Mod	Low	Low	Mod	Mod	Low	Low	

Overview of Business Area

The Museum provides cultural and educational programs and activities for the public at its main facility in Redlands and the following seven regional sites: Agua Mansa Cemetery in Colton, Casa de Rancho Cucamonga (Rains House), Daggett Stone Hotel, Asistencia Mission in Redlands, Mousley Museum of Natural History in Yucaipa, Yorba-Slaughter Adobe in Chino, and Yucaipa Adobe. These programs and activities involve the preservation of cultural and natural heritage collections that represent the Southwest region, display of permanent and special exhibitions, and care and preservation of historical sites depicting the history and culture of San Bernardino County. Museum programs promote learning, awareness and enrichment through community outreach, partnerships with educational institutions, and research that enhances both the museum collections and educational services. Approximately 2 million permanent and loaned collections are preserved for the benefit of the public, educational users, and the scientific community.

The Museum is comprised of the following divisions: Education, Exhibitions, Anthropology, History/Archives, Biological Science, and Geological Sciences. All divisions provide educational services for families, general public, school groups, educators, and scholars at the main Museum facility and historic sites. In addition, the Biological Science and the Geological Sciences divisions conduct scientific field research and studies for public and private agencies.

Business Objectives

- Increase public visitation at the main museum and historic sites.
- Continue to develop community cultivation events at historic sites and enhance cultural awareness of county history.
- Identify more objects and artifacts to be exhibited for museum visitors.
- Provide greater curriculum based learning of regional paleontological and geological significance to K-12 students and families.
- Promote usage of the Museum's geological sciences collections and intellectual properties to benefit the public's awareness of the county's significant geological heritage and the need for earthquake preparedness.

District Attorney

	Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
Risk Assessment	🔴 High	🟢 Low	🟡 Mod	🟢 Low	🟡 Mod	🔴 High	🟢 Low	**Mod**

Overview of Business Area

The District Attorney is the public prosecutor and has the mandated responsibility to prosecute crimes committed within the County of San Bernardino, including all city jurisdictions, pursuant to Government Code 26500. Additionally the District Attorney's Office:

- Provides legal assistance for criminal investigations conducted by law enforcement agencies throughout the county.
- Is the legal advisor to the Grand Jury and is authorized to submit evidence and seek Indictments from that body.
- Initiates civil commitment petitions to keep Mentally Disordered Offenders and Sexually Violent Predators in locked facilities.
- Employs civil proceedings in asset forfeiture matters to seek the proceeds of criminal activity.
- Utilizes civil proceedings to seek sanctions and injunctive relief against businesses that pollute or create dangerous conditions for employees and citizens.
- Has a duty to investigate crimes in preparation for trial.

The District Attorney also seeks restitution for victims and provides emotional and financial support for victims and their families.

Business Objectives

- To continue to promptly, effectively, and ethically prosecute criminal offenses.
- To minimize the impact of crime upon the lives of victims and assist them as they participate in the criminal justice system.

Facilities Management

	Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
Risk Assessment	🔴 High	🟡 Mod	🟡 Mod	🔴 High	🟡 Mod	🟡 Mod	🟡 Mod	**Mod**

Overview of Business Area

The Facilities Management Department is composed of six divisions: Maintenance, Grounds, Custodial, Home Repair, Administration, and Utilities.

Facilities Management provides custodial, grounds, and maintenance services to ensure county facilities are clean and well-maintained, inside and out. The department provides routine maintenance, as well as 24 hours per day – 7 days per week emergency building maintenance. Services also include seasonal planting, repairing, remodeling, and maintaining building structures, equipment, and fixtures. While primarily charged with ensuring a functional county infrastructure through the Home Repair Program, Facilities Management Department also provides minor repairs and services to eligible residences as designated by the Community Development and Housing Department.

The Utilities Division is responsible for administering the county's utility budget. The Facilities Management Department, having achieved goals of strengthening administrative support functions, is transitioning to a model of asset protection and sustainability. The refined asset protection focus relies on using the data and support systems in place to maintain the county's valuable facilities, protecting the county's recent multi-million dollar capital investment in facility upgrades and enhancements, and preparing to maintain future facilities. The goals include maintaining facilities and equipment to preserve a high level of functioning now and in the future. Another major initiative is to support sustainability projects and promote responsible and efficient use of resources.

Business Objectives

- Continue implementation of the CAFM system.
- Enable county departments to submit work orders on-line.
- Implement program for handheld PDAs to track work and costs.
- Provide facility inspections through facility condition assessment contract.
- Implement energy efficiency program.
- Implement water conservation projects.
- Develop user-centered approach to managing resource consumption.

Fleet Management

	Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
Risk Assessment	● Low	● Low	● Low	● Low	● Low	● Low	● Low	**Low**

Overview of Business Area

Fleet Management provides services for the majority of county vehicles and equipment. Services include the acquisition, maintenance, repair, modification, and disposal of vehicles and other related equipment. The San Bernardino County Fire, Sheriff, and Special Districts Departments are authorized to operate their respective fleets independent of Fleet Management.

Fleet Management operates its main garage in San Bernardino—including a light duty shop, heavy duty shop, welding and metal fabrication shop, emergency vehicle make-ready shop, parts room, and fueling station. The department also operates five smaller service centers in outlying locations and 22 strategically located fueling sites.

Additionally, the department operates a motor pool, which has ownership and/or maintenance responsibility for approximately 3,000 automobiles, vans, pick-up trucks, and various specialty vehicles assigned to county departments. The Motor Pool coordinates the collection and distribution of replacement, fuel, maintenance, repair, and other operational costs of fleet vehicles.

Business Objectives

- Create and train employees with a Fleet Management customer service video.
- Reduce the time to repair and maintain vehicles.
- Purchase the lowest emission vehicles available.

Human Resources

	Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
Risk Assessment	🟡 Mod	🟡 Mod	🟡 Mod	🟡 Mod	🟡 Mod	🔴 High	🔴 High	**Mod**

Overview of Business Area

The Human Resources Department administers the County's human resources programs. This includes the responsibility for recruitment, employment testing, and certification of eligible candidates; establishment and maintenance of classification and compensation systems and practices; employee relations; employee benefits; systems and program administration for a portion of the Employee Management and Compensation System (EMACS); the Equal Employment Opportunity office; and the Commission on the Status of Women. Human Resources also shares responsibility, through a partnership with Human Services, for countywide organizational and employee development.

In addition, the department is responsible for the management of the Western Region Item Bank (WRIB). This is a cooperative, computer-based test question bank used by 167 public agencies to develop employment tests. Each participating agency pays an annual fee.

The Center for Employee Health and Wellness (CEHW) is part of the Employee Benefits and Services Division. CEHW is responsible for employee and applicant pre-placement and in-service medical examinations, medical records, representing the county in hearings before the Civil Service Commission regarding appeals of medical findings, and advising the county's management on compliance with Occupational Safety and Health Administration (OSHA) regulations and occupational medical problems.

Business Objectives

- Develop a plan to promote the county as an "Employer of Choice" to attract highly qualified candidates.
- Through partnerships with several county departments, implement and expand the marketing plan to promote the county as an "Employer of Choice".
- Fully integrate NEOGOV system into the county certification and selection processes.
- Expand participation in the Retirement Medical Trust fund.
- Market the benefits of WRIB membership to public agencies.
- Increase accessibility to services provided by the CEHW to meet the needs of the county's workforce in the high desert.
- Continue to improve the "My Health Matters!" program.
- Improve the turn around time for qualified applicant lists.

- Expand the county's wellness program by offering incentives through the wellness360^{TM} program.
- Create a centralized repository for employee permanent personnel records through the 201 File Project.

ISD—Application Development and Support

	Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
Risk Assessment	🟡 Mod	🟡 Mod	🟡 Mod	🟢 Low	🔴 High	🔴 High	🔴 High	**Mod**

Overview of Business Area

The Application Development and Support division provides support for county departments as they develop, enhance, and maintain business applications on a variety of hardware and software platforms. These applications include the county's enterprise accounting, payroll, budget, personnel, document imaging, public web sites, geographical information system (GIS) and many other business systems. ISD consults with departments to identify cost effective ways of conducting business and often provides business process reviews, cost analysis, and overall recommendations in the acquisition and integration of new systems.

Business Objectives

The Division is a part of the County's Information Services Department and the combined business objectives of the department include the following:
- Provide countywide services enabling departments and their applications to communicate efficiently and effectively.
- Assist departments in identifying and implementing cost effective business solutions.
- Deliver innovative 800 MHz Radio communications solutions including design, configuration, implementation, and ongoing maintenance by moving 800 MHz Radio systems hardware and software to a vendor supported platform.
- Build and sustain a robust hardware and software support infrastructure to deploy countywide technology solutions.
- Make more efficient use of county owned network to reduce telecommunication costs.
- Prepare applications for technology advances to ensure ongoing supportability for customers.
- Improve business processes to meet customer product and service expectations and inform departments of ISD's products and services.
- Create an understandable funding/billing plan.
- Obtain and implement a mobile disaster recovery unit with telephone and data transmission capabilities to be utilized in emergencies.

ISD—Computer Operations

	Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
Risk Assessment	🟢 Low	🟢 Low	🟢 Low	🟢 Low	🟢 Low	🟢 Low	🟢 Low	**Low**

Overview of Business Area

The Computer Operations division provides enterprise data center services and a portion of the county's communications services to county departments on a 24/7 basis. The division is comprised of 2 sections: Technology Operations and Core Solutions and Security.

Technology Operations provides for the design, operation, maintenance and administration of the county's Enterprise Data Center which supports the county's mainframe and includes server management for over 2210 servers, integrated document imaging infrastructure for digitizing paper records, and print operations for bulk printing functions.

Core Solutions and Security provides the county with global email, security direction and technology policies and procedures, along with technical services that support desktop communications and functions across the county.

Business Objectives

The Division is a part of the County's Information Services Department and the combined business objectives of the department include the following:
- Provide countywide services enabling departments and their applications to communicate efficiently and effectively.
- Assist departments in identifying and implementing cost effective business solutions.
- Deliver innovative 800 MHz Radio communications solutions including design, configuration, implementation, and ongoing maintenance by moving 800 MHz Radio systems hardware and software to a vendor supported platform.
- Build and sustain a robust hardware and software support infrastructure to deploy countywide technology solutions.
- Make more efficient use of county owned network to reduce telecommunication costs.
- Prepare applications for technology advances to ensure ongoing supportability for customers.
- Improve business processes to meet customer product and service expectations and inform departments of ISD's products and services.
- Create an understandable funding/billing plan.

- Obtain and implement a mobile disaster recovery unit with telephone and data transmission capabilities to be utilized in emergencies.

ISD—Network Services

	Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
Risk Assessment	🔴 High	🔴 High	🔴 High	🟡 Mod	🟡 Mod	🔴 High	🔴 High	**High**

Overview of Business Area

The Network Services division provides for the design, operation, maintenance and administration of the largest county-operated telecommunications phone network in the country; the county's Regional Public Safety Radio System that integrates all countywide sheriff, police and fire emergency radio dispatch capabilities; the paging system that consists of over 7,000 pagers; and the Wide Area Network (WAN) that securely joins approximately 18,000 county users together for the efficient use of technology.

Business Objectives

The Division is a part of the County's Information Services Department and the combined business objectives of the department include the following:
- Provide countywide services enabling departments and their applications to communicate efficiently and effectively.
- Assist departments in identifying and implementing cost effective business solutions.
- Deliver innovative 800 MHz Radio communications solutions including design, configuration, implementation, and ongoing maintenance by moving 800 MHz Radio systems hardware and software to a vendor supported platform.
- Build and sustain a robust hardware and software support infrastructure to deploy countywide technology solutions.
- Make more efficient use of county owned network to reduce telecommunication costs.
- Prepare applications for technology advances to ensure ongoing supportability for customers.
- Improve business processes to meet customer product and service expectations and inform departments of ISD's products and services.
- Create an understandable funding/billing plan.
- Obtain and implement a mobile disaster recovery unit with telephone and data transmission capabilities to be utilized in emergencies.

Land Use Services

	Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
Risk Assessment	●	●	●	●	●	●	●	**Mod**
	Low	Mod	Low	Mod	Mod	Mod	Low	

Overview of Business Area

The Land Use Services Department (LUSD) provides oversight for land use in the unincorporated areas of the county. This oversight begins with the county's general plan that includes input from residents of the county, and extends to review of land use applications, adherence to building codes and enforcement of ordinances. LUSD is comprised of the following divisions: Administration, Advance Planning, Current Planning, Building & Safety, and Code Enforcement. All divisions provide services related to comprehensive regional planning and enforcement of building standards, land uses and environmental impacts in the unincorporated areas of the county.

The Administration Division provides centralized budgeting, personnel, and automation services to all of the department's divisions.

The Advance Planning Division prepares short and long-range plans for the development of the county and the conservation of its resources, including the county general plan and various specific plans. In addition, this division is responsible for inspections of mining facilities and mine reclamation plans, and provides professional staff assistance to the Planning Commission and Board of Supervisors for the formation and implementation of plans and ordinances. This division prepares the county general plan every ten to fifteen years.

The Current Planning Division reviews all land use applications for compliance with county codes and environmental laws, and administers short-term implementing measures for land use, housing, and community design. In addition, professional staff assistance is provided to the Planning Commission and Board of Supervisors for the formation and implementation of plans and ordinances.

The Building & Safety Division administers construction and occupancy standards to safeguard life, health, and property in the interest of the general public's welfare throughout the unincorporated areas of the county. This is accomplished by applying county ordinances, state laws, and inspecting the construction, alteration, moving, demolition, repair, occupancy, and use of buildings and structures.

The Code Enforcement Division administers programs designed to protect the public's safety, welfare, and property through enforcement of county ordinances and state laws related to housing and property. Through the Fire Hazard Abatement program, Code Enforcement enforces the County's Fire and Hazardous Trees Ordinance in the unincorporated portions of the county, as well as under contract with certain cities and fire districts. This service includes inspections, notifications to property owners, and removal of vegetation and flammable debris deemed to be fire hazards.

Business Objectives

- Advance Planning: Process mining applications/reclamation permits through approval or denial within 9 months with Negative Declaration or 15 months with Environmental Impact Report.
- Current Planning: Review the division's process for review of applications to ensure that the department is meeting the requirements of the Development Code.
- Building & Safety: Review the division's process for plan review and implement appropriate measures to meet goals.
- Code Enforcement: Review the division's staff assignments for complaints.
- Fire Hazard Abatement: Review the division's process for work assignments in inspection areas.
- Fire Hazard Abatement: Enhance the Fire Hazard Abatement software and equipment as necessary to process and retrieve information from the field as inspections are being completed.

Preschool Services

	Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
Risk Assessment	🟡 Mod	🟢 Low	🟡 Mod	🟢 Low	🟡 Mod	🟡 Mod	🟡 Mod	**Mod**

Overview of Business Area

The Preschool Services Department (PSD) has administered child and family development programs in San Bernardino County since 1965. These programs include the Federal Head Start program, the State of California Department of Education's State Preschool program, General Child Care and the Child and Adult Care Food Program.

PSD primarily serves low income and disadvantaged families with children ages 3-5. The target population also includes children in foster care, those who are homeless, and children with special needs and/or disabilities.

Business Objectives

- Teachers will assess children three times per year.
- Teachers will share child assessment information with parents and this input will be used to prepare home and classroom activities responsive to children's individual needs.
- Management will analyze child outcomes information to develop staff training and plans, to ensure our children are successful.
- Agency survey forms will be collected and analyzed at least quarterly.
- The State Desired Results Parent Survey will be distributed to families and analyzed annually. The survey information will be analyzed to assist PSD to respond to the needs of parents and their perception of our program.
- Recruitment activity will be continuous and waiting lists will be maintained year round.
- Child slots will be replaced immediately upon knowledge of vacancies.

Probation

	Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
Risk Assessment	● Mod	● Mod	● Mod	● Mod	● High	● Mod	● Mod	**Mod**

Overview of Business Area

The Probation Department's emphasis is on juvenile mental health. The focus is on enhanced identification, assessment, and treatment of minors with physical, emotional, and mental health needs and learning disabilities. Through collaboration with other departments, the Probation Department provides individualized therapy, crisis intervention, counseling, team treatment planning, and evidence-based group therapy for minors detained in the three juvenile detention facilities and probation operated treatment programs. The department is incorporating evidence-based practices in all areas of adult and juvenile supervision.

The Community Corrections Bureau (CCB) provides adult and juvenile court reports, delinquency prevention, assessment, and case management supervision services. As the primary public safety arm for Probation, the CCB focuses on providing efficient and cost-effective strategies to promote safe communities and quality of life for residents in San Bernardino County.

The Detention Corrections Bureau (DCB) operates the county's juvenile detention and assessment centers that protect the community by providing a secure environment for detained youth. The centers provide for the assessment, medical, educational, and programmatic needs of the minors. The DCB overall houses an average daily population of between 450 and 500 youth.

Business Objectives

- Provide research based risk assessments for all new adult and juvenile probationers.
- Supervise probationers at an appropriate level in order to reduce recidivism.
- Increase the number of offenders in evidence based treatment programs.
- Decrease the number of youth using drugs and alcohol by implementing Matrix substance abuse treatment.
- Provide services through the Regional Youth Education Facility that reduce recidivism following graduation from the program.

Public Defender

	Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
Risk Assessment	🟡 Mod	🟢 Low	🔴 High	🟢 Low	🔴 High	🟡 Mod	🔴 High	Mod

Overview of Business Area

The Public Defender represents indigent clients in misdemeanor, felony, juvenile delinquency, and mental health civil commitment cases. The Public Defender's Office plays a key role in the timely administration of justice by providing constitutionally mandated legal services to indigent clients at critical stages of the proceedings. Services provided by the Public Defender include investigating the underlying facts and circumstances of each case, performing legal research, writing briefs and writs, counseling clients regarding their legal rights and applicable procedures, negotiating with prosecuting authorities, filing and litigating pretrial motions, and conducting bench and jury trials.

Business Objectives

- Increase early resolution of cases thus minimizing custody time (and attendant costs to the client and county).
- Decrease active caseloads so lawyers can concentrate on the more difficult cases, thus improving the caliber of representation, while at the same time increasing customer service.
- Reduce workloads for investigator and clerical staff members.
- Staff Video Arraignments.
- Staff In-Court Arraignments.

Public Health

	Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
Risk Assessment	🟢 Low	🟡 Mod	🟡 Mod	🟢 Low	🟡 Mod	🟢 Low	🟡 Mod	**Mod**

Overview of Business Area

The Department of Public Health provides a wide range of services to prevent diseases and improve the health, safety, and quality of life for residents and visitors of San Bernardino County. The department operates over thirty different programs, many of which are mandated by the State Health and Safety Code.

Several key service delivery functions are described below.

Communicable Disease Control and Prevention
Disease control services relate to the surveillance and prevention of illness and disease, such as tuberculosis control, HIV/AIDS, reproductive health, immunizations and education services.

Bio-Terrorism Response
As a result of a federal initiative, the department has developed a Comprehensive Public Health Preparedness and Response (Bio-terrorism) plan to improve response capabilities in the event of a bioterrorism incident or other public health emergency.

Maternal and Child Health
Services focus on promoting healthy outcomes in high-risk populations. Clinical programs—providing diagnosis, treatment, and education—focus on prenatal care and child health.

Healthy Communities
Because San Bernardino County suffers from the growing epidemic of obesity, Healthy Communities is an innovative countywide strategic effort that provides the infrastructure to support collaborative efforts to improve the health and well being of all residents.

Environmental Health Services
The purpose of environmental health services is to prevent, eliminate, or reduce hazards that could adversely affect health, safety, and quality of life through programs focusing directly on the prevention of threats to health in the physical environment through monitoring and inspection, licensing, and statutory regulation.

Animal Care and Control
Services protect the public from rabies through vaccination of the county's pet dog population, stray animal abatement (through enforcement of the leash law), wild life

rabies surveillance, quarantine of biting animals, laboratory examination of animals for rabies, and public education. In addition, the program investigates animal complaints and provides safe sheltering care, return, adoption, or as a last resort, the humane euthanasia of unwanted animals.

Business Objectives

- Decrease the number of babies born with exposure to drugs and/or alcohol due to their mother's substance abuse during pregnancy.
- Improve the health of children by increasing the percentage of children who are up-to-date on required childhood vaccinations.
- Sustain partnerships with the cities of Chino, Ontario, and Fontana, and increase the number of cities with whom Healthy Communities is actively engaged.
- Increase Healthy Communities' external funding from grant awards.
- Improve the Emergency Medical Services (EMS) program through the implementation of a real-time EMS electronic patient record system.
- Enhance the level of sanitation in food facilities by increasing the number of trained and certified restaurant food handlers.
- Improve animal welfare and outcomes by protecting county residents, animals and property from the spread of rabies and other animal diseases, improve animal shelter to provide enhanced customer service and to assure services offered by the Animal Care and Control Program are provided efficiently.
- Increase the level of preparedness of public and private partners by assisting them to develop emergency preparedness plans; emergency coordination councils; locate community points of dispensing sites; and prepare and educate volunteer staff.
- Replace computers that do not meet minimum hardware specifications established by Public Health Information Technology.
- Improve ICEMA's administrative capabilities by adding a Program Coordinator (Assistant Administrator).

Public Works—Flood Control District

	Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
Risk Assessment	🟡 Mod	🔴 High	🔴 High	🟡 Mod	🔴 High	🔴 High	🔴 High	**High**

Overview of Business Area

The San Bernardino County Flood Control District (District) was created in 1939 under special state legislation. Since its inception, the district has developed a very extensive system of flood control and water conservation facilities, including dams, conservation basins, debris basins, channels and storm drains. The purpose of these facilities is to intercept and convey flood flows through and away from developed areas of the county, as well as to promote water conservation and improved water quality.

The district's principal functions are flood protection on major streams, water conservation, storm drain construction, facility maintenance, National Pollution Discharge Elimination System lead permittee, flood operations, and bark beetle fuel reduction designated agency.

Business Objectives

- Increase the annual volume of water recharge at Flood Control District facilities.
- Continue to reduce risk of flooding from levees within the Flood Control District.

Public Works—Solid Waste Management District

	Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
Risk Assessment	🔴 High	🔴 High	🔴 High	🟡 Mod	🟡 Mod	🟡 Mod	🟡 Mod	**Mod**

Overview of Business Area

The Solid Waste Management Division (SWMD) is responsible for the operation and management of the county's solid waste disposal system, which consists of six regional landfills, eight transfer stations, and five community collection centers. In this capacity, SWMD provides oversight, direction and guidance to Burrtec Waste Industries, the county's contractor for disposal site operations and maintenance. In addition, SWMD oversees the expansion of all active sites and the post-closure maintenance at 33 inactive or closed landfills and waste disposal sites throughout the county. The SWMD also administers the county's solid waste transfer program, which authorizes and regulates trash collection by private haulers in the county's unincorporated area.

Business Objectives

- Maintain the existing volume of trash per cubic yard deposited into the county's solid waste disposal system.

Public Works—Surveyor

	Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
Risk Assessment	🟡 Mod	🟡 Mod	🟡 Mod	🟡 Mod	🟡 Mod	🔴 High	🟡 Mod	**Mod**

Overview of Business Area

The function of the County Surveyor is to review subdivision maps as prescribed by state law, prepare legal descriptions and maps for other county departments, assist the public in matters relating to land boundaries, and ensure that sound surveying is used in the preparation of maps and plans for project development within the county. The Surveyor ensures these maps and plans conform to conditions of approval, local ordinances, standards for development, and state laws. Field crews perform boundary and construction surveys for other county departments and are responsible for perpetuation of controlling survey monuments. The Surveyor maintains the county GIS Parcel map for integrity and accuracy.

Business Objectives

- Continue to reduce the processing times for map and plan check reviews.

Public Works—Transportation

	Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
Risk Assessment	🟡 Mod	🟡 Mod	🔴 High	🟡 Mod	🔴 High	🔴 High	🔴 High	**High**

Overview of Business Area

The Transportation Division is responsible for the operation, maintenance, and improvement of the county's road system that currently includes approximately 2,774 miles of roadways. Additional activities include administration, planning, design, construction, and traffic operations.

Business Objectives

- Maintain the average Pavement Condition Index for County maintained roads at a "good" or higher category.

Purchasing

	Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
Risk Assessment	● Mod	● Mod	● High	● Mod	● High	● High	● Mod	Mod

Overview of Business Area

The Purchasing Department is responsible for the acquisition of equipment, services, and supplies used by county departments and Board-Governed Districts. In addition, Purchasing is responsible for the management of three internal service programs (Mail/Courier Services, Printing Services, and Surplus Property and Storage Operations). Purchasing also arranges for the sale of county surplus property.

The Purchasing Department strives to provide service to all county departments, Board-Governed Special Districts, and outside agencies and municipalities with sources of quality products with reasonable prices and timely deliveries. All willing vendors will be given the opportunity to provide pricing on their products and services in a fair, open, and competitive environment. Purchasing accomplishes this mission by treating each department, employee, and vendor with respect, integrity, and understanding. By extending this treatment to all, Purchasing fulfills the purchasing obligation and legal requirements of the County of San Bernardino.

Business Objectives

- Train Purchasing staff to conduct training at department sites.
- Advertise training on Countyline and through the Annual Training List. Schedule County employees to attend the training.
- Survey county employees who have attended the training to receive feedback.
- Acquire training materials from the Institute of Supply Management or attend classes conducted by the California Association of Public Purchasing Officers.
- Have buyers take and pass appropriate exams for Certified Purchasing Manager accreditation.
- Standardize two Request for Proposal templates (one for services and one for supplies).
- Post and regularly update templates on the department shared drive and Countyline.
- Create new Purchasing Intranet web pages for travel and internal county sales.
- Use the Internet auction site Public Surplus for external public sales.

Real Estate Services

	Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
Risk Assessment	● Low	● Low	● Low	● Low	● Low	● Low	● Low	**Low**

Overview of Business Area

The Real Estate Services Department (RESD) negotiates and administers revenue and expenditure leases on behalf of county departments. More than 300 revenue leases allow for the use of county-owned facilities, generally at county parks and airports, and generate revenue to offset expenses incurred to provide such facilities to residents and users. Approximately 260 expenditure leases are managed to provide facilities throughout the county for departments and their employees to support the delivery of services in locations convenient to the residents served.

RESD also provides appraisal, acquisition, and relocation assistance for county departments and, upon request, to other agencies including San Bernardino Associated Governments (SANBAG), the State of California, and various cities. The department establishes values and acquires the rights-of-way needed to complete public safety projects, including the construction and maintenance of transportation corridors and floodways. The department also acquires land and facilities for various functions, disposes of property determined to be surplus to the county's needs, and maintains an inventory of all county land and facilities.

Business Objectives

- Initiate the use of architectural and design firms to develop architectural programs and space plans to define space needs and relationships among tenant functional units.
- Develop individual project schedules with milestones and critical completion dates.
- Identify opportunities to streamline existing manual systems, eliminate duplication of effort, and increase efficiency.
- Improve customer service by increasing the number of lease adjustments such as annual rental increases in a timely and accurate manner, in accordance with contract terms.
- Continue to conduct standing monthly (quarterly where appropriate) meetings with departments to promote the exchange of information and initiate the development of project schedules.
- Monitor and update data, and use reports developed in the Computer Aided Facilities Management (CAFM) system as a tickler system and portfolio management tool.

Redevelopment Agency

	Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
Risk Assessment	🔴 High	🟡 Mod	🟡 Mod	🟡 Mod	🟡 Mod	🟡 Mod	🟡 Mod	Mod

Overview of Business Area

In 1980, a Redevelopment Agency was established under California Redevelopment Law as a tool, through its special legal and financial mechanisms, to do the following: 1) alleviate conditions of blight in identified communities throughout the county, 2) address the growing needs and services to its residents, and 3) ensure that the county's economic base would grow and remain healthy through the provision of new public improvements, commercial and industrial developments and affordable housing.

The major goals of the Redevelopment Agency are to encourage private sector investment in the development and redevelopment of the area by removing impediments to growth, eliminating and/or preventing the spread of blight and deterioration, correcting infrastructure deficiencies, and the rehabilitation and augmentation of affordable housing for low- and moderate-income households.

Although the agency is a separate, legal entity, the Board of Supervisors acting as the Board of Directors serves as the legislative body of the agency.

Agency activities include managing: capital improvement projects, housing programs, real property activities, business incentive programs, planning and development of projects, and general administration duties for the Redevelopment Agency, such as coordinating budget and reporting requirements and maintaining the agency's official records.

Business Objectives

- Implement Home Rehabilitation Program (HRP) in all redevelopment project areas to address residential blight in project areas.
- Purchase land as sites for affordable housing development.
- Partner with housing developers to construct affordable housing.
- Develop and implement an Infill Housing Program in project areas to address underutilized and blighted parcels and increase home ownership among very-low, low, and moderate income families.
- Assist in the construction of new homes and apartments to increase the supply of new housing for very-low, low, and moderate income families.

- Leverage other funds, such as CDBG and HOME, to facilitate a large scale affordable housing project in a redevelopment project area.
- Assist in the improvement of public infrastructure, including but not limited to: construction or reconstruction of roads, curbs, gutters, and sidewalks; providing signalization; installing landscaping, multi-use trails, lighting and street furniture; and the construction or reconstruction of water storage and distribution facilities, drainage and flood control measures, and sewerage systems.
- Assist in the development of public facilities and utilities such as the construction or rehabilitation of fire and sheriff stations, community centers, school facilities, parks, multi-use trails, and utility improvements.
- Expand ongoing code enforcement activities.
- Continue to implement a Graffiti Abatement Program.
- Develop and implement a Weed Abatement Program.
- Implement an ongoing economic development and business promotion program to expand existing businesses and attract new ones.
- Develop and implement a Façade Improvement Program to rehabilitate deteriorated commercial buildings.
- Develop and implement a Volunteer Demolition Grant program to remove unsafe structures that pose public health and safety hazards.
- Provide job matching and workforce development training to help businesses find needed employees or better train existing or future employees.
- Provide incentives for the development of under-utilized parcels.
- Provide technical assistance to facilitate and expedite the entitlement process.
- Eliminate non-conforming uses as appropriate and necessary. Collaborate and coordinate with the Planning Department on the development of standards and guidelines, or where appropriate, a county-initiated Specific Plan, Community Plan, or Master Plan for redevelopment project areas.
- Buffer residential neighborhoods from the intrusion of incompatible land uses.
- Actively engage in community outreach.

Regional Parks

	Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
Risk Assessment	Mod	Mod	Mod	Mod	High	Mod	Mod	**Mod**

Overview of Business Area

The Regional Parks Department is responsible for the operation and maintenance of nine regional parks located throughout the county. These parks, which encompass approximately 9,200 acres, are as follows: Prado (Chino), Cucamonga-Guasti (Ontario), Glen Helen (San Bernardino), Mojave River Forks (Summit Valley), Mojave Narrows (Victorville), Moabi (Needles), Lake Gregory (Crestline), Yucaipa, and Calico Ghost Town (Yermo). Visitors to the county parks enjoy open space, walking trails, camping, swimming, fishing, picnicking, equestrian activities, playing fields, and other recreational opportunities available to the public. The Department sponsors cultural, educational and promotional events through the use of park resources and contractual agreements with private, non-profit, and other public entities. Park special events include Civil War Days at Calico, Huck Finn Jubilee at Mojave Narrows, and Jamboree Days at Lake Gregory.

The department also administers the county's Trails Program (currently there are 17.1 miles of open, accessible, and usable trails throughout the county being maintained by Regional Parks), oversees operation of the Morongo Wildlife Preserve in Morongo Valley, is responsible for enforcing the lease with the operators of the Hyundai Pavilion at Glen Helen Regional Park, and manages approximately $10 million in projects funded by the State Bond Propositions 12 and 40.

Business Objectives

- Increase attendance at the regional parks through enhanced marketing efforts.
- Staff Mojave Narrows Regional Park with a full-time Park Superintendent to ensure adequate leadership is in place to ensure customer service goals are being met.
- Provide prompt response to all safety and maintenance issues pertaining to the trail system.
- Introduce "Fam Camp", a free tent camping program for low-income families.
- Establish a Junior Fishing Program for youth ages 7-15.

Registrar of Voters

	Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
Risk Assessment	🔴 High	🟡 Mod	🟡 Mod	🔴 High	🔴 High	🔴 High	🟡 Mod	**High**

Overview of Business Area

The Registrar of Voters (ROV) office is responsible for conducting efficient and impartial elections, and to provide the means by which every eligible citizen can exercise their voting rights and privileges, as provided by local ordinances and the Federal and California Elections Codes. To support this function, the department is organized into seven sections: Administrative Services, Computer Operations, Precincting, Polling Place Operations, Election Services, Voter Services, and Poll Worker Recruiting and Training.

In preparation for elections: ROV surveys polling locations for accessibility for all voters; recruits and trains more than 3,000 poll workers for each election; prepares sample and official paper ballots; programs and tests computer software and hardware used in ballot counting and voter file maintenance; and the many various functions of the electoral process that provide service and support to voters, candidates, and the general public.

Business Objectives

- Continue to stabilize off-site early voting at various locations, including City Clerk's offices throughout the county.
- Develop a marketing plan to educate voters about either voting by mail or early voting prior to Election Day.
- Survey existing polling places and correct any problems that make the Polling Place inaccessible to persons with any of the full range of disabilities, and ensure that new polling places provide such accessibility.
- Improve voter participation by developing a marketing plan that is designed to increase turnout.
- Maintain and expand the County Poll Worker Program where County employees have the opportunity to work as Election Officers on Election Day without sacrificing their pay for those days.
- Improve the poll worker training program.
- Increase number of bilingual poll workers.

Risk Management

	Information	Financial Management	Compliance	Safe-guard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
Risk Assessment	🟡 Mod	🟡 Mod	🟡 Mod	🟡 Mod	🟡 Mod	🔴 High	🔴 High	Mod

Overview of Business Area

The Risk Management Department is composed of the following four sections: safety and loss control, workers' compensation claims administration, liability claims administration, and finance and administration. Safety and loss control staff are assigned to support each of the high-risk areas of county operations such as the Arrowhead Regional Medical Center (ARMC), Sheriff, Fire and Special Districts. Additional safety and loss control staff provide support to other county departments and provide training for county employees in areas such as safe driving and Occupational Safety and Health Administration (OSHA) mandated programs.

Workers' compensation claims administration staff focus on providing the best possible care to ill and injured workers at the most economical cost. Workers' compensation benefits are defined by the State of California and recent reforms have improved the way care is provided for ill and injured workers and instituted many cost control measures. The workers' compensation claims administrators are charged with understanding and implementing this complicated delivery system, while focusing on getting ill and injured workers well and back to work as quickly as possible.

Liability claims administration staff manage the myriad of claims presented to the county by third parties. Liability claims adjusters coordinate the settlement of legitimate claims with insurance carriers and approve payments from self-insurance funds. Working with County Counsel and outside law firms, the adjusters manage the defense of disputed claims and provide support as needed.

The finance and administrative section oversees approximately $160 million in self-insurance funds. Working with the Director of Risk Management, this section manages all aspects of the county insurance programs and oversees the placement of insurance to provide the broadest possible coverage at the most economical cost. In addition, this section, in conjunction with County Counsel, works with various county departments to assure that county contracts contain appropriate risk transfer language and insurance requirements to protect the interests of the county.

Business Objectives

- Improve contract management relative to risk transfer.
- Reduce the average cost per claim for workers' compensation and general liability.

- Achieve 80% "target" confidence level in self-insurance funds as recommended by actuarial analysis.
- Evaluate alternative insurance placements and combinations of insurance and self-insurance to minimize the cost of risk.
- Upgrade department management information system.
- Implement the Risk Management dashboard to provide real-time loss data and information to departments.
- Upgrade the department website.

Sheriff-Coroner

	Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
Risk Assessment	🟡 Mod	🟡 Mod	🔴 High	🟢 Low	🔴 High	🟡 Mod	🔴 High	**Mod**

Overview of Business Area

The Sheriff acts as chief law enforcement officer, coroner and director of safety and security for the county by providing a full range of services throughout the unincorporated areas as well as to 14 cities that contract for law enforcement protection. In addition, the Sheriff acts as the Coroner of the county.

The general law enforcement mission is carried out through the operation of 10 county stations and a centralized headquarters, using basic crime and narcotic investigations, a crime laboratory and identification bureau, central records, communications dispatch, and an aviation division for general patrol and search and rescue activities. The Sheriff also contracts with the courts to provide security in the courtrooms, operates a civil processing division, and manages four major detention facilities – Central Detention Center, Glen Helen Rehabilitation Center, West Valley Detention Center and Adelanto Detention Center. The department also operates a regional law enforcement training center and emergency driver training facility.

Business Objectives

- Effectively communicate with multiple agencies during critical incidents.
- Improve skills training and intelligence gathering.
- Improve inmate and officer safety in detention and correction operations.
- Assess staffing levels for general and safety personnel in custody settings.
- Increase and maximize inmate capacity.
- Improve jail facilities, inmate health care services, vehicles and equipment.
- Improve operational efficacy of the Coroner's facilities and equipment.
- Assess facility and equipment needs for operational efficacy.
- Maintain staffing levels to be consistent with rapid population growth.
- Enhance patrol operations, including staffing, facilities, equipment, communication and technology.
- Develop prevention and suppression strategies based on current crime trends.
- Focus on skill development to improve officer safety.
- Develop new partnerships with other agencies in order to maximize resources.
- Encourage decision making that serves the public interest and values employee ideas.

- Increase employee productivity and job satisfaction by providing appropriate training and tools.
- Promote an organization culture that encourages accountability, integrity, and quality public service.

Special Districts

	Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
Risk Assessment	🟡	🟡	🟡	🟢	🟡	🟡	🟡	**Mod**
	Mod	Mod	Mod	Low	Mod	Mod	Mod	

Overview of Business Area

The Special Districts Department provides direct administrative oversight to 101 dependent special districts (those governed by the Board of Supervisors). These districts provide a variety of municipal services throughout the County of San Bernardino, including water and sanitation, parks and recreation, road maintenance, television translator, and streetlight services. The administrative offices are located in San Bernardino and in Victorville. Satellite offices are located throughout the county within many of the communities served by the districts.

Districts and County Service Areas (CSAs) are legal entities authorized under California law and formed by the Board of Supervisors to provide municipal-type services, capital improvements and financial planning and management. The services and financial arrangements are tailored to meet the needs of a local area or region. These services are known as "extended services" because they are in addition to those services customarily funded by the general property tax levy. The desire and ability to pay for extended services are primary considerations in the communities' decision to form and operate a special district.

The Special Districts Department provides direct management and administrative oversight of the districts through six divisions: Regional Operations, Water/Sanitation, Budget/Finance, Engineering/Construction, Human Resources, and Information Services.

Business Objectives

- Decrease response time to utility service requests (water, sewer, roads, and street lighting).
- Remove existing Water and Sanitation billing system and implement a new system that provides a higher level of accuracy and allows water and sewer customers to pay utility bills on-line.
- Enhance Internet website for district program information for all districts.
- Increase the number of dual/advanced certified water/wastewater field staff.
- Provide staff annual training in their respective fields.

Transitional Assistance Department

Risk Assessment	Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
	🔴 High	🔴 High	🔴 High	🟡 Mod	🔴 High	🔴 High	🔴 High	**High**

Overview of Business Area

The Transitional Assistance Department (TAD) is responsible for the administration of the financial support programs that assist the needy with basic services. The primary services provided are statutory mandates and include: Transitional Assistance to Needy Families (TANF), food stamps, Medi-Cal, foster care administration, general relief assistance, CalWORKs – Employment Services Program and child care.

TAD-Eligibility ensures a proper mix of basic services that include, but are not limited to, screening applications for type of services needed, conducting eligibility determinations for the above mentioned services, calculating ongoing benefit issuance, and referring customers to appropriate agencies for services not provided by TAD.

TAD-Employment Services provides its customers remedial and/or basic education, and vocational or on-the-job training to prepare participants to enter the job market. Eligible customers receive supplemental funding for ancillary, childcare, and transportation costs during their active participation in the program. Failure to comply with program requirements results in loss or reduction of the participants' TANF subsistence payments.

Business Objectives

- Show significant progressive improvement in the processing of MEDS alerts (Critical and Priority).
- Increase the total number of households participating in the Food Stamp Program, through increased outreach efforts.
- Increase the number of CalWORKs beneficiaries who are employed.
- Maintain the food stamp error rate below the federal tolerance level of 6% to avoid fiscal sanction.

Treasurer-Tax Collector/Public Administrator

Cash, Investments & Treasury

	Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
Risk Assessment	🟢 Low	🟡 Mod	🟢 Low	🔴 High	🔴 High	🟡 Mod	🟢 Low	**High**

Central Collections

	Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
Risk Assessment	🔴 High	🟡 Mod	🔴 High	🔴 High	🔴 High	🟡 Mod	🟡 Mod	**High**

Tax Collections

	Financial Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
Risk Assessment	🔴 High	🟡 Mod	🟢 Low	🔴 High	🔴 High	🔴 High	🟡 Mod	**High**

Public Administrator

	Financial Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
Risk Assessment	🔴 High	🟡 Mod	🔴 High	🔴 High	🔴 High	🟡 Mod	🟡 Mod	**High**

Overview of Business Area

The Treasurer-Tax Collector/Public Administrator is responsible for:
- Collection of property taxes.
- Performing the county's treasury function.
- Administering estates of persons who are deceased and no executor or administrator has been appointed.
- Providing a collection service for the county as well as to provide accounting and collections of court ordered payments.

The tax collection function involves the collection and accounting of property taxes for all county taxing entities that amounts to almost $2.1 billion in property taxes and other fees.

The Treasurer is responsible for the investment of the county investment pool, which includes county funds and all school districts within the county, as well as providing banking services for these agencies.

Business Objectives

- Maintain the highest possible credit rating from the three major rating agencies for the county investment pool.
- Meet or exceed the average collection rate of comparable counties for secured property taxes.
- Meet or exceed the average collection rate of comparable counties for unsecured property taxes.
- Increase electronic payments of property taxes by taxpayers through the use of E-check and credit card.
- Decrease the average investigation period of decedents.
- Decrease the average estate administration period.

Veterans Affairs

	Financial Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
Risk Assessment	🟢 Low	🟢 Low	🟢 Low	🟢 Low	🟢 Low	🟡 Mod	🟢 Low	**Low**

Overview of Business Area

The Department of Veterans Affairs provides claims assistance, information and referral, and advocacy to county residents. The department assists clients in filing claims for benefits and services to which they may be entitled from federal, state, and local governments. These benefits include medical care, life insurance, home loans, pension benefits, disability compensation, education, and vocational rehabilitation.

Services to the veterans' community are concentrated in the following four areas:

Claims Assistance
Provide benefits counseling, claim preparation, and development of probative evidence. Monitor claim adjudication and resolve issues or questions in favor of the veteran. Provide assistance with administrative and appellate review of claims.

Information and referral to other programs
Make referrals to other county departments, i.e., Aging and Adult Services, Transitional Assistance Department, Community Services, Behavioral Health, County Recorder, etc.

Advocacy
Individual advocacy entails resolution of adjudicative questions and concerns related to processing of an individual veteran's claim. Advocacy at the policy level includes resolution of local policy and procedural issues that better serve the bureaucracy rather than veterans. Legislative advocacy involves providing state and federal elected officials with technical assistance regarding veterans' legislation and coordinating local legislative support as necessary.

Outreach
Conduct outreach to retirement homes, mortuaries, schools, military separation programs, and service organizations like the American Legion, Disabled American Veterans, Veterans of Foreign Wars, etc., for the purpose of informing the community of veterans' benefits and services.

Business Objectives

- Revise customer service policy to ensure full commitment to our customers, which will require participation and support of Veterans Affairs employees.

- Continue customer service and post-interview telephone surveys on a regular basis.
- Continue to collaborate with other southern California counties to conduct regional quarterly staff training.
- Veteran Service representatives will continue to attend periodic state and national sanctioned training conferences each year on a rotational basis.

Workforce Development

|	Information	Financial Management	Compliance	Safeguard of Assets	Operational	Technology	Strategic Mgmt.	Overall Risk Level
Risk Assessment	⬤ Mod	⬤ Mod	⬤ Low	⬤ Low	⬤ Low	⬤ Mod	⬤ Mod	**Mod**

Overview of Business Area

The Department of Workforce Development (WDD) provides holistic services to job seekers, incumbent workers, entrepreneurs and employers. WDD is responsible for administering and operating programs under the Department of Labor's Workforce Investment Act (WIA). Services are delivered to job seekers and businesses throughout the county via the department's Employment Resource Centers. These offices are strategically placed in three of the county's economic regions.

The Workforce Investment Board administratively oversees the programs offered through the department. This Board is comprised of private business representatives and public sector partners who have been appointed by the County Board of Supervisors. The department supports the mission of the county through its provision of services to businesses and job seekers. Understanding that increased employment opportunities enhance the quality of life for residents, the department strives to ensure that the needs of local businesses are met by providing them with a skilled workforce.

Business Objectives

- Meet or exceed all WIA enrollment and performance standards for adult, dislocated worker and youth services.
- Engage media in covering programs and events that enhance the local workforce.
- Widely distribute informational material pertaining to department programs.
- Convene regular meetings of stakeholders for the purpose of aligning strategies, policies, networks, funding sources, and training services to meet the workforce demands of local businesses.
- Diversify funding sources available for demand driven training services to include sources other than Department of Labor funding.
- Maintain the number of industry specific demand driven training programs.
- Develop collaborative projects with public and private organizations to pull business and education together on workforce issues.

APPENDIX – RISK CATEGORY DEFINITIONS

Information Risk

Objective – Information reported to external parties and used in the management process is reliable, accurate, and timely.

Business Risk Rating Considerations

Routine Transactions – Incorrect or improper handling of routine transactions (e.g. normal disbursements or payments, etc.) can result in delayed posting, minor accounting errors, or the posting of unsupported transactions.

Non-Routine/Complex Transactions – The incorrect handling of infrequent or complex transactions can result in financial information errors, non-compliance with regulations, rules and policy, or inappropriate decisions/conclusions.

Complex Estimates – Incorrect assumptions or flawed methodologies can result in significant estimation errors. Analysis of estimates could result in incorrect decisions/conclusions, which could have a negative impact on the organization, both financially and non-financially.

Systems – Incorrect systems specification changes or software revisions can result in system-wide errors. This could lead to incorrect or incomplete information available for either processing or analyzing, which could result in flawed processing or analysis.

Risk Rating Descriptions

Low (Green) – Transactions are generally routine and relatively small. Information obtained, processed, or analyzed is relatively simple in nature. Errors would have limited impact on the reliability, accuracy, and timeliness of externally reported or management information.

Moderate (Yellow) – Transactions may include some complex or non-routine transactions or involve larger transaction volumes. Errors would have moderate impact on the accuracy of financial or non-financial reporting, analysis, processing, or decision-making information.

High (Red) – Transactions include complex estimates or involve material volumes and balances. Errors could have significant impact on the reliability of externally reported or management information. Errors could have an adverse impact on the organization's reputation with customer or constituents, investors, regulators and other external parties, and could lead to significant fines or penalties.

Directional Risk Considerations

Examples include: accounting standards/policy changes, systems changes, excessive pressure to meet goals, etc.

Financial Management Risk

Objective – Financial Management practices help the organization achieve financial goals and manage the related business risks (i.e., funding, cash flow, pricing, budget adequacy, etc.).

Business Risk Rating Considerations

Internal – Internal activities and decisions (i.e., communication breakdowns, incorrect assumptions, flawed models or methodologies, etc.) can adversely affect profitability financial performance, cash flow or budget adequacy.

External – External forces (i.e., market changes, competitor's actions, etc.) can adversely affect profitability/financial performance, cash flow or budget adequacy.

Risk Rating Descriptions

Low (Green) – The business activity has limited impact on the organization's overall financial goals. Market risk factors (external forces, i.e., competition, actions by other governmental entities and economy) are not inherent in the business activity.

Moderate (Yellow) – The business activity has moderate impact on the organization's overall financial goals. The business activity's market risk measures are at an acceptable level.

High (Red) – The business activity has major impact on the organization's overall financial goals. The business activity's market risk measures are at an acceptable level. Other risk consequences could include damaged reputation and possible regulatory examination sanctions.

Directional Risk Considerations

Examples include: volatile market conditions, increased competition, model changes, loss of key staff, etc.

Legal/Regulatory Compliance Risk

Objective – Organization activities/business practices efficiently and effectively comply with applicable regulations and laws.

Business Risk Rating Considerations

Major Regulations and Interpretations – Violations of rules and codes have potential fines and costly corrective action.

Litigation Issues – Lawsuits can result in expensive settlements, litigation costs and corrective action (i.e., - employee/customer/constituent litigation, contract/fiduciary liability, etc.).

Systems – Incorrect systems/platform specifications can cause systemic compliance and/or policy and procedural violations.

Risk Rating Descriptions

Low (Green) – Relatively few regulatory or legal risk factors are inherent in the business activity. Any non-compliance would result in only minor fines.

Moderate (Yellow) – Several regulatory or legal risk factors are inherent in the business activity. Non-compliance could result in fines, but would have relatively limited reputation damage or regulatory sanctions.

High (Red) – The nature/number of regulations and laws in the business activity are onerous. Non-compliance could result in significant fines/penalties, severe regulatory sanctions, or damage the company's franchise value/reputation.

Directional Risk Considerations

Examples include: new or complex regulations/laws, systems changes, well publicized governance issues or initiatives within the industry, slow or no action on compliance issues/violations, etc.

Safeguard of Assets Risk

Objective – Appropriate safeguards exist to minimize fraud/theft and misuse and to maintain the ongoing quality of the organization's assets.

Business Risk Rating Considerations

Overall Transactions – Some business activities manage a large number of assets for the organization and its customers or constituents. Asset deterioration or the improper handling of individual transactions can result in financial loss and reputation damage.

Internal Fraud – Many business activities process transactions or are responsible for assets with a high potential for employee fraud and theft. The business activity could be directly or indirectly involved in monitoring and identifying fraud.

Misconduct/Abuse – Transactions or activities could be susceptible to management and/or officer override (i.e., conflicts of interest, code of ethics violations, etc.). Unit could be directly or indirectly involved in monitoring and identifying misconduct and/or abuse.

External Crime – Areas and activities could be exposed to external theft and destruction (i.e., employee safety, asset/information theft, etc.). Unit could be directly or indirectly involved in monitoring and identifying external crime.

External Fraud – Transactions and activities could be exposed to external fraud. Unit could be directly or indirectly involved in monitoring and identifying external fraud.

Risk Rating Descriptions

Low (Green) – No significant organization or customer or constituent assets are present in the business activity. Any financial loss would be moderate but could include some embarrassment and reputation damage.

Moderate (Yellow) – The business activity is responsible for assets (i.e., receivables, equipment, property, etc.) of moderate value. Potential losses would be moderate but could include some embarrassment and reputation damage.

High (Red) – The business activity is responsible for the organization's most important assets. Potential financial losses could be significant. Other risk consequences could include severe regulatory sanctions/or damage to the organization's franchise value.

Directional Risk Considerations

Examples include: External market/economic conditions, new types of fraud/crimes, loss of key staff, etc.

Operational Risk

Objective **– Operations are efficient, effective, and enable the organization to achieve customer or constituent service and quality goals.**

Business Risk Rating Considerations

Routine Activities – Inefficient processes or activities can create excessive burden or unnecessary expense.

Non-Routine/Complex Activities – Incorrect or inconsistent handling of infrequent or complex activities could cause internal/external customer or constituent dissatisfaction.

Business Interruption – Key activities where disasters/business interruptions could jeopardize customer or constituent service and financial goals.

Business Partner/Service Provider Quality – Poor quality could contribute to internal user or customer or constituent dissatisfaction.

Financial Performance – Unprofitable services or services that do not perform up to financial expectations may exist and income, fees, or other factors do not cover business risks or related expenses.

Risk Rating Descriptions

Low (Green) – This business activity is a support function. The business activity's quality measures and efficiency ratios are at an acceptable level.

Moderate (Yellow) – The business activity has a supporting role in carrying out the organization's overall objectives/goals.

High (Red) – The business activity has a primary role in carrying out the organization's overall objective/goals. This business activity provides services to the organization's most important customer or constituents. Systemic complaints, process flaws, or business disruptions could threaten the future viability of the organization.

Directional Risk Considerations

Examples include: Process changes, reengineering and centralization projects, deteriorating quality/efficiency measures, etc.

Technology Risk

Objective **– Technology activities are efficient, effective, and enable the organization to carry out its mission and achieve its objectives. Systems process transactions in an accurate, timely, and safe manner and produce valuable decision-making and risk-monitoring information.**

Business Risk Rating Considerations

Business Interruptions – Could jeopardize customer or constituent service and financial goals in business activities that rely heavily on technology.

External/Internal Threats – Create physical, technical, and operational risks to the organization's information and technology activities.

System Performance/Vendor Service Quality – Poor quality could contribute to internal user, customer or constituent dissatisfaction.

Data Quality Errors – Outdated systems and platform specifications could cause data quality errors (i.e., non-compliance with system standards, etc.) for either processing purposes or analysis purposes.

Non-Routine/Complex Activities – Incorrect or inconsistent handling of infrequent or complex activities could cause data quality errors.

Risk Rating Descriptions

Low (Green) – The business activity has limited reliance on technology and systems. The loss of the system would be a minor inconvenience.

Moderate (Yellow) – The business activity has moderate reliance on technology and systems. An individual unit or activity relies heavily on the system/information. The loss of the system would only impact parts of the organization and a moderate segment of the customer or constituent base.

High (Red) – The business activity has "mission critical" technology and systems. The consequences of technology/systems disruptions or information integrity problems could include customer or constituent dissatisfaction, organization reputation damage, loss of market share, etc.

Directional Risk Considerations

Examples include: Changes in the organization's technology needs, new systems and service providers, deteriorating quality/efficiency measures, etc.

Strategic/Management Risk

Objective – **Strategic and/or Management objectives and initiatives are successfully completed and related business risks are appropriately managed.**

Business Risk Rating Considerations

People or Key Resources – Barriers (i.e., high turnover, inexperienced staff/skill limitations, excessive reliance on a key staff member, insufficient staffing/resources, etc.) can increase business risk impact and likelihood of its occurrence.

Coordination/Communication – Objectives and processes that cross department/business unit boundaries require a high level of coordination and communication. Communication bottlenecks, breakdowns and coordination barriers increase the level of business risk.

Organization Reputation – The organization's reputation could be at risk based on lack of customer or constituent satisfaction with products or services; negative public reaction due to identified regulatory or legal issues; and inability to change as technology changes.

External – Risks are associated with changes in business environment, competitor actions, and changing customer or constituent needs.

Risk Rating Descriptions

Low (Green) – The business activity has limited impact on the organization's primary strategic objectives or current management initiatives. The business activity is experiencing some changes, either in process or management.

Moderate (Yellow) – The business activity has moderate impact on the organization's primary strategic objectives or current management initiatives. The business activity is experiencing some changes, either in process or management.

High (Red) – The business activity has major impact on the organization's primary strategic objectives or current management initiatives. The business activity is experiencing significant changes, either in process or management. Inappropriate management decisions may lead to negative consequences including inefficient process, damaged reputation and possible regulatory or legal sanctions.

Directional Risk Consideration

Examples include: Any significant changes in the organization's internal (i.e., new strategies/objectives, management changes, etc.) or external (i.e., changes in customer or constituent preference/needs, competitor or other governmental entity's actions, etc.) operating environment, slow or uncoordinated responses to emerging opportunities/or risks, etc.